

DEMOGRAPHICS OF THE ARMY CONTRACTING COMMAND

**AN
ANALYSIS**

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE MAY 2009		2. REPORT TYPE		3. DATES COVERED 00-00-2009 to 00-00-2009	
4. TITLE AND SUBTITLE Demographics of the Army Contracting Command: An Analysis				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School, Department of Applied Mathematics, Monterey, CA, 93943				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES NPS's 6th Annual Acquisition Research Symposium, Monterey CA, 13-14 May 2009					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 46	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

RESEARCH

- **Research Question:**

What are the critical demographics of contracting personnel in the Army Contracting Command (ACC) and how do they compare to other DOD/Federal Government and private sector contracting personnel?

ARMY CONTRACTING COMMAND

- ACC Established October 2008
- Merged Army Contracting Agency (ACA) and Army Materiel Command (AMC)
- 3,408 Civilian Contracting Personnel (1102 Occupation Series)
- 307 Military Personnel
- 170 Foreign Nationals
- Total Contracting Workforce=3,885

DATA SOURCES

- ACC Personnel Data Bases
- DOD Contracting Agency Demographic Reports
- Defense Manpower Data Center (DMDC)
- Defense Acquisition University (DAU)
- Federal Acquisition Institute (FAI)
- Institute for Supply Management (ISM)
Workforce Survey
- Professional & Industry Associations

INDIVIDUAL DEMOGRAPHICS

- **Age**
- **Gender**
- **Grade Level**
- **Years of Civilian Service**
- **Pay Plan**
- **Educational Level**
- **Degree Type**
- **Certification Level in Contracting**
- **Years to Anticipated Retirement**

INDIVIDUAL DEMOGRAPHICS

- **Year Certified at Current Level**
- **Other Certifications**
- **Military Reserve Affiliation**
- **Prior Military Service Organization**
- **Prior Military Service Length**
- **How Accessed in Current Position**
- **Year Accessed into Current Position**
- **Professional Affiliation (s)**

ORGANIZATIONAL DEMOGRAPHICS

- Positions Authorized
- Geographic Locations
- Critical vs. Non-Critical Positions
- Position Certification Requirement
- Type Incumbent
- Vacant Positions
- Attrition Rates
- Full-Time Equivalents (FTEs)
- Source Hires

Army Contracting Command

Contracting Workforce

Category	# Personnel	% of Total WF
GS	2,384	61%
YA/YC (NSPS)	994	26%
Other	30	1%
Military-Officer	196	5%
Military-Enlisted	111	3%
Foreign Nat'l	170	4%
Total Contracting Workforce	3,885	100%

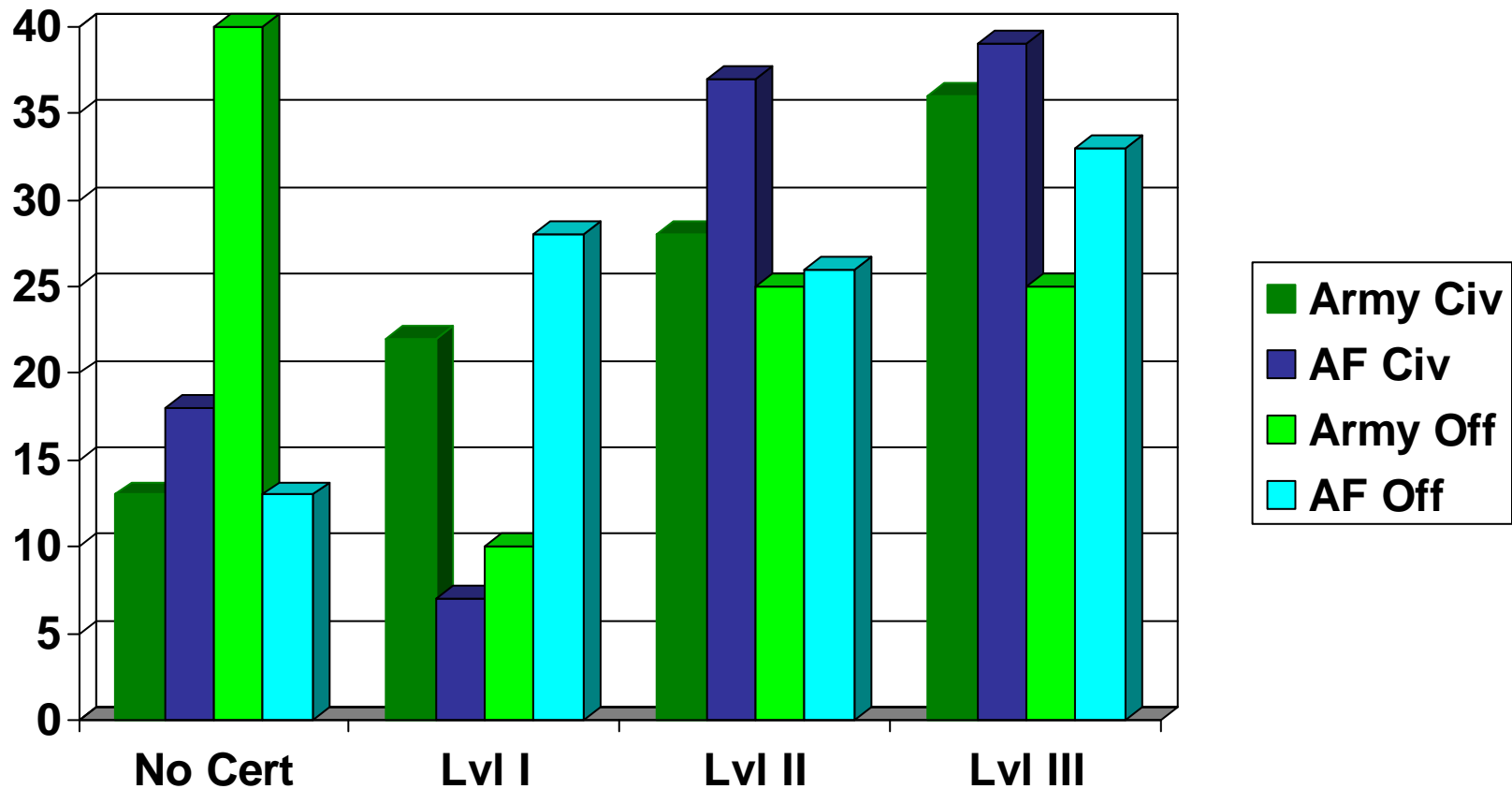
Army Contracting Command Workforce Certification

Category	No Cert	Level I	Level II	Level III	Total
GS	390 (16%)	514 (22%)	807 (34%)	673 (28%)	2384
YA/YC	72 (7%)	230 (23%)	144 (14%)	548 (55%)	994
Other Civ	2	5	5	18	30
Total US Civ	464 (13%)	749 (22%)	956 (28%)	1239 (36%)	3408
Officers	65 (40%)	17 (10%)	40 (25%)	41 (25%)	163
Total	529 (15%)	766 (21%)	996 (28%)	1280 (36%)	3571

Air Force Contracting Workforce Certification

Category	No Cert	Level I	Level II	Level III	Total
Total Civilians	805 (18%)	317 (7%)	1676 (37%)	1768 (39%)	4566 (72%)
Officers	97 (13%)	205 (28%)	188 (26%)	236 (33%)	726 (11%)
Enlisted	40 (4%)	300 (28%)	651 (60%)	96 (9%)	1087 (17%)
Total	942 (15%)	822 (13%)	2515 (39%)	2100 (33%)	6379

Army/AF APDP Comparison (Percentage Distribution)



Army Contracting Command Workforce Education

Category	Pre-Bachelor	Bachelor	Post-Bachelor	Total
GS	630 (26%)	1279 (54%)	475 (20%)	2384
YA/YC	254 (26%)	488 (49%)	252 (25%)	994
Other Civ	2	19	9	30
Officers	0	69 (32%)	127 (65%)	196
Total	886 (25%)	1855 (51%)	863 (24%)	3604

AF Civilians	17%	41%	42%
ISM	25%	37%	36%

Army Contracting Command Workforce Age

Category	<30	30-39	40-49	50-59	>60	Total
GS	363	421	629	719	252	2384
YA/YC	24	94	320	460	96	994
Other	1	4	14	8	3	30
Total Civ	388	519	963	1187	351	3408
Military	8	147	139	13	0	307
Foreign Nat	2	27	51	70	20	170
Total	398	693	1153	1270	371	3885

Workforce Age/Percentage Comparisons

Category	<30 %	30-39 %	40-49 %	50-59 %	>60 %	% of total force
GS	15	18	26	30	10	61%
YA/YC	2	9	32	46	10	26%
Other	<1	13	46	26	10	<1%
Total Civ	11	15	28	35	10	88%
Military	3	48	45	4	0	8%
Foreign Nat	1	16	30	41	12	4%
Total	398	693	1153	1270	371	3885
Air Force Civilian	9%	14%	31%	35%	10%	
ISM Workforce		16% (<35)	28%(<45)	41% (<55)	16% (>55)	

Army Contracting Command Workforce Gender

Category	Male	Female	Total
GS	941	1443 (61%)	2384
YA/YC	399	595 (60%)	994
Other	12	18 (60%)	30
Total US Civilian	1352	2056 (60%)	3408
Foreign Nat	62	108 (64%)	170
Military	249	58 (19%)	307
Total	1663	2222 (57%)	3885

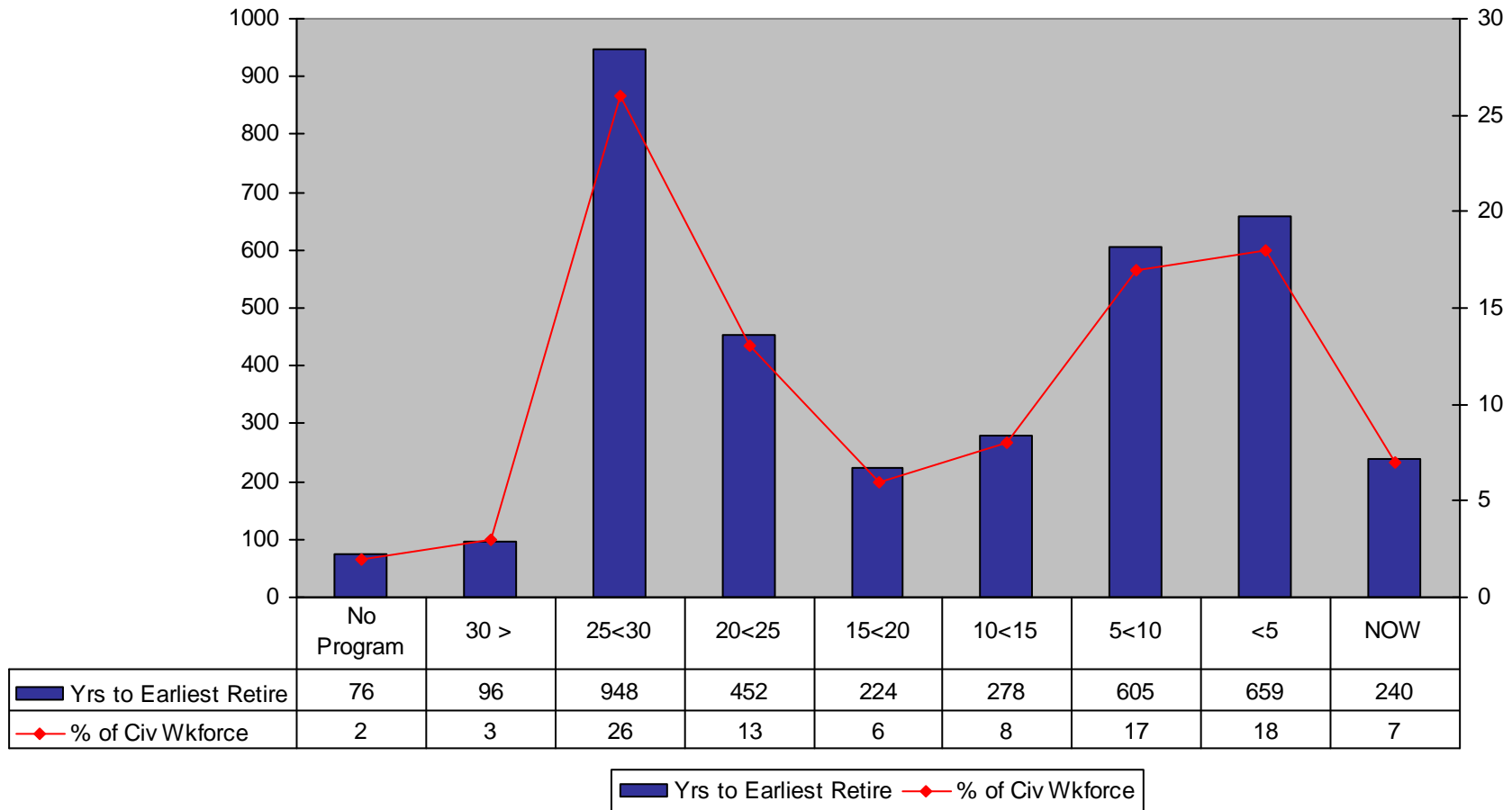
Air Force civilian contracting personnel are 58% Female

ISM workforce is 40% female

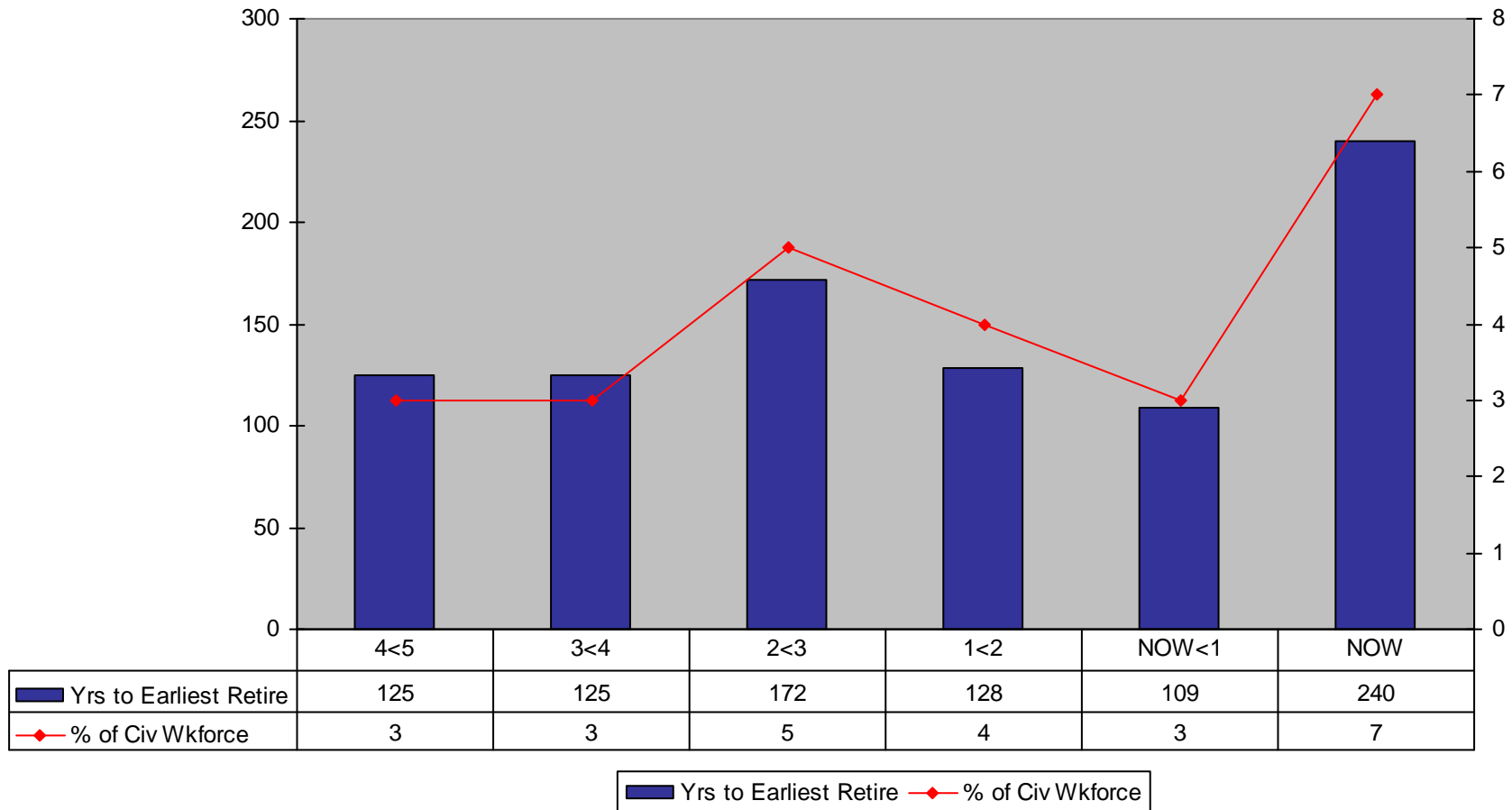
Army Contracting Command Supervisors

Category	Supervisor	Non-supervisor	Total
GS	7 (<1%)	2377	2384
YA	113 (23%)	387	500
YC	494 (100%)	0	494
Other	4 13%)	26	30
Total US Civilian	618 (18%)	2790	3408

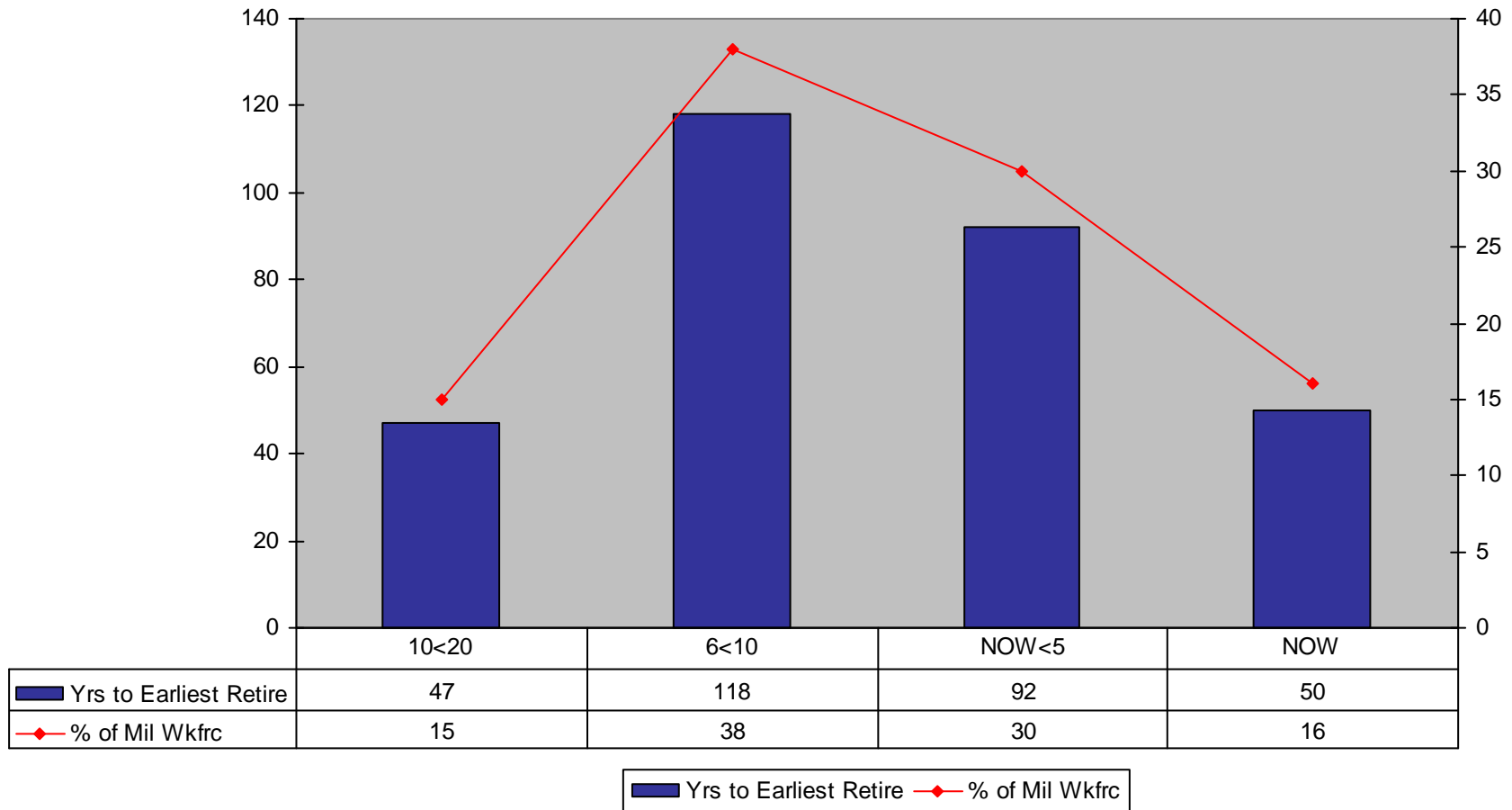
Retirement Tsunami?



Retirement Tsunami? Next Five Years



Military Retirement



FAI/ACC Percentage Comparisons

	FAI*	ACC
Supervisors	14	18
Eligible to Retire		
Now	14	7
Now to 10 Yrs	54	35
Gender (Male/Female)	40/60	40/60
Education		
No Degree	25	26
Bachelor	44	52
Post-Bachelor	31	22
*From FY07 FAI Survey Reported May 2008 (n=28,434)		

COMPETENCIES

- Business Competencies
 - Creative Thinking
 - Problem Solving
 - Customer Service
 - Interpersonal Skills
- Technical Competencies
 - Cost/Price Analysis
 - Proposal Evaluation
 - Negotiation
 - Source Selection

Contractor Personnel PRELIMINARY FINDINGS

- ACC Organizations=15
- Responses=13
- No Current Contractor Personnel=9
- Never Had Contractor Personnel=7
- Previous Contractor Personnel=2
- Total # Contractor Personnel=81

Contractor Personnel PRELIMINARY FINDINGS

Age	20-40 [31]	41-65 [44]	>65 [5]	
Yrs Exp	<5 [29]	5-15 [13]	16-30 [32]	>30 [6]
Education	No Deg [26]	Bach [42]	Masters [13]	Doc [0]
DAWIA [45]	Level I [5]	Level II [19]	Level III [21]	

FUTURE RESEARCH

- Human Capital Management Strategies
- Workforce Modeling
- Workforce Planning
- Rigorous Comparisons to Other Agencies and Industry
- Trend Data Depicting Changes Over Time

Questions?

BACKUP SLIDES

- The following slides are available for a more detailed discussion of this research effort.

METHODOLOGY

- Literature Review
- Data Bases
 - Individual Data
 - Aggregate Data
 - Longitudinal Approach
 - Quarterly Snapshots
 - Trends
 - Migration

LITERATURE

- Texts/Articles on Demographics
- RAND Corp Studies
- Government Accountability Office (GAO) Rpts
- Office of the Secretary of Defense (OSD) Regs
- Federal Acquisition Institute (FAI) Reports
- Office of Federal Procurement Policy (OFPP)
- Naval Postgraduate School (NPS) Studies
- OSD & FAI Competency Surveys

LITERATURE

- Defense Acqn Workforce: Personnel Trends Relevant to Policy, 1993-2006, RAND 2008
- Air Force Procurement Workforce Transformation: Lessons from the Commercial Sector, RAND 2004
- Demographics: A Casebook for Business and Government, RAND 1994

Army Contracting Command PRELIMINARY FINDINGS-CIV

- Average Age =
- Average Grade =
- Male/Female % = /
- Average Education =
- Average Certification = Level
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =

Army Contracting Command

PRELIMINARY FINDINGS-CIV

Factor	ACC	DOD	FAI
Age			
Gender			
Grade			
Cert Level			
Education			
< 10 Yrs to Retire			
% Supervisory			
Avg Yrs Exp			

Army Contracting Command PRELIMINARY FINDINGS-MIL

- Average Age =
- Average Grade =
- Male/Female % = /
- Average Education =
- Average Certification = Level
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =

Army Contracting Command

PRELIMINARY FINDINGS-MIL

Factor	ACC	DOD	Notes
Age			
Gender			
Grade			
Cert Level			
Education			
< 10 Yrs to Retire			
% Supervisory			
Avg Yrs Exp			

CHALLENGES

- Data Bases
 - Comparability
 - Accuracy
- Recent Establishment of ACC
- Private Sector Data
 - Industry & Professional Associations
 - DOD/Federal Contractors
 - Non-DOD/Federal Suppliers

COMPETENCIES

- OSD Competency Model (2008)
 - Defense Procurement & Acquisition Policy (DPAP) Assessment
- Federal Acquisition Institute (FAI) Competency Survey (2007)
 - Non-DOD 1102s
 - 48% Return Rate

Army Contracting Command PRELIMINARY FINDINGS

- Competency Deficiencies

BUSINESS PROFICIENCY COMPARISON

Proficiency	DOD	FAI
Problem Solving	1	8
Customer Service	2	5
Oral Communication	3	12
Written Communication	4	3
Interpersonal Skills	5	6
Decisiveness	6	
Technical Credibility	7	
Flexibility	8	7
Resilience	9	
Accountability	10	

BUSINESS PROFICIENCY COMPARISON

Proficiency	DOD	FAI
Creative Thinking		15
Decision Making		11
Influencing/Negotiating		14
Information Management		13
Integrity/Ethics		2
Planning & Evaluating		9
Reasoning		10
Self-Management/Initiative		4
Teamwork		1

TECHNICAL COMPETENCY COMPARISON

[illegible]

Contractor Personnel PRELIMINARY FINDINGS

# of Firms	0 [9]	1-5 [4]	>5	
# Contractor Pers	<10	10-20 [2]	>20 [2]	
# Contractor Pers Fed Govt Exp	<5	5-10 [2]	>10 [2]	
Age	20-40 [31]	41-65 [44]	>65 [5]	Total [80]
# Female Pers	1-10	11-20	>20	
# Male Pers	1-10	11-20	>20	

CONTRACTOR PERSONNEL

N=15	YES	NO	
No Current Contracts But Have In Past			
	0	1-5	>5
Number of Firms			
	<10	11-20	>20
Number of Contractor Pers			
	<10	11-20	>20
Number of Contractor Manpower Equivalents (CME)			

CONTRACTOR PERSONNEL

N=15	0	1-10	11-20	>20
Number of Male Employees				
Number of Female Employees				
	<1%	1-10%	11-20%	>20%
Percentage of Workforce Involving Contractor Employees				
	20-40	41-65	>65	
Age Ranges				

CONTRACTOR PERSONNEL

N=15	<5	6-10	>10	
Number Contractor Pers w/Prior Federal Govt Exp				
	<5	5-15	16-30	>30
Number of Years Contracting Experience				

Industry

PRELIMINARY FINDINGS

- Average Age =
- Male/Female % = /
- Average Education =
- % Eligible to Retire <10 yrs =
- % Supervisory =
- Average Yrs Experience =
- Average Annual Salary = \$

PERSONNEL SYSTEMS

- **General Schedule (GS)**
 - GS Grades 5,7,9,11,12,13,14,15,SES
- **National Security Personnel System (NSPS)**
 - Pay Bands
 - YA Standard/Professional
 - YC Supervisor/Manager
 - YA01=GS5-8;YA02=GS9-13;YA03=GS14-15
 - YC01=GS6-11,YC02=GS12-14,YC03=GS15

HUMAN CAPITAL MANAGEMENT

- DOD's Human Capital Strategic Plan
 - Competency-Based Management
 - Performance-Based Management
- Objective-Army Contracting Command Human Capital Strategic Management Plan